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17 February 1949

MEMORANDUM FOR: ADADSO

SUBJECT: The Dulles Report

Below are listed my comments on certain passages in the body of Chapter VIII, "The Collection of Secret Intelligence", and my remarks concerning the conclusions and recommendations which appear at the end of the chapter.

?
1. It is recommended that representatives of State, War and Navy be assigned to ICS in order more effectively to direct our activities in the collection of intelligence and more helpfully to evaluate the information which we collect. Both in direction and evaluation we can reasonably expect to receive greater assistance from the user agencies. Several schemes have been tried in the past to stimulate more detailed direction and more conscientious evaluation. Regrettably there still remains much to be desired and this proposal may be the answer to the problem. [redacted] has for a long time followed such a general principle with, I understand, gratifying results. Certainly this possibility should be explored to the fullest.

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Concern
2. It is recommended that administrative services be an integral part of the OSO organization for several obvious reasons. I agree.

Agree
3. It is true that no plan for rotation of personnel on a world-wide basis has yet been worked out. It is doubtful whether this organization should ever attempt wholesale rotation of operating personnel between continental areas except in those unusual cases where individuals have equal qualifications for work in more than one area. Our present rotation plan of encouraging our people to remain at their present posts as long as possible, [redacted] is entirely sound during this formative stage of our existence. [redacted] the longer an individual can remain in his area of assignment, the more valuable he becomes to us. This fact

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Rotation in OSO must be very carefully

25 YEAR RE-REVIEW

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considered to the end that we will not deprive ourselves of the knowledge and experience of our representatives concerning various areas simply to adopt an appealing policy of world-wide rotation. The latter would require starting from scratch in new jobs which would greatly retard the accomplishments of this organization.

4. It is recommended that OSO, OPC and Contacts Branch, all [] activities, be combined in one [] office and placed under a responsible head. There seems to be much to recommend such an organization provided the peculiar demands of these three offices be provided for and no attempt be made to perform centrally certain functions for the three offices which are in no sense common to them.

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5. It is recommended that closer coordination be effected in occupied areas between OSO and the clandestine operations of the occupying authority. Such coordination is highly desirable and I believe is gradually improving. Certainly the contemplated taking over [] will do much to effect coordination of all clandestine operations in that area.

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7. It is pointed out that contact between agents and our official representatives abroad should be avoided. Such avoidance is OSO policy and steps are continuously being taken to observe and follow strictly such policy; however, there will always be certain cases where this policy must be violated and a calculated risk taken. There is no way in which the conduct of espionage can be made entirely safe. It should be our endeavor to avoid unnecessary risks.

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TOP SECRET

TOP SECRET

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9. It is recommended that the CE activities of OSC be expanded and that closer cooperation with FBI be realized. This is an entirely sound recommendation and every possible effort will be made to accomplish such ends.

CONCLUSIONS AND RECOMMENDATIONS

- (1) Referred to above.
- (2) Referred to above.
- (3) Referred to above.
- (4) In process.

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- (6) Referred to above.
- (7) Referred to above.
- (8) No comment.

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(9) Agree. It seems reasonable that OSO should enjoy the privilege of disseminating its product in a fashion comparable to the procedures followed by other collectors.

(10) Accomplished.

(11) Agree--highly important.



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